Now in its third year, the Diversity Best Practices (DBP) Inclusion Index continues to help organizations understand gaps in demographic representation and create a roadmap to drive internal change to find D&I solutions to close the gaps. This year, the number of participants increased by more than 17 percent, with 148 organizations sharing their data.

Participants are scored in three areas: Best Practices in the recruitment, retention and advancement of people from under-represented groups—women, racial/ethnic minorities, people with disabilities, and LGBTQ people; creating an Inclusive Culture through leadership accountability, communication, and employee engagement; and Transparency and improvement in year-to-year Demographic Diversity. When this index was started three years ago, the purpose was to challenge organizations to raise the bar and drive change. In the past, organizations received credit for sharing their demographic data with us, regardless of what that data showed. Now, the bar has been raised and some points are awarded for sharing data, with more points awarded for having diversity in senior levels and in areas of hiring and promotion.

An index, unlike a list, does not have a set number of organizations to recognize. Instead, a threshold percentage is set at which point any participant with that percentage or better qualifies for the index. This year, the Working Mother Research Institute (WMRI) determined that organizations scoring 60 percent and above should be recognized for their high-quality D&I work, and named 80 organizations DBP Inclusion Index members. A second threshold at 75 percent recognized 15 Leading Inclusion Index members for superior achievement in D&I; and this year, WMRI is calling out the 14 companies that represent the top 10 percent of participating companies for their exemplary work with the highest honor. To be fair and taking into account the greater challenge and emphasis on representation, new thresholds were set. Our goal is to create a reasonable baseline to assess progress through demographics over the next few years.

Notable this year is the increasing prevalence of organizations using best practices to recruit (diverse interview slates), retain (making employee resource groups (ERG) strong partners) and advance (mentoring and sponsoring) women and people of color. Holding managers accountable for D&I results is still a struggle, particularly when involving compensation. While Index, Leading Index and Top 10% organizations show more success in holding managers accountable, at the very top of corporate hierarchies, the results continue to be disappointing.
## TOP 10%

1. Accenture
2. Baxter Healthcare
3. Boston Scientific
4. Ecolab
5. Ernst & Young LLP
6. General Motors
7. Intel
8. IBM
9. JLL
10. Johnson & Johnson

## LEADING INDEX

1. AbbVie
2. Colgate-Palmolive Company
3. Diageo North America
4. General Mills
5. HP
6. HSBC
7. New York Life
8. Procter & Gamble
9. Prudential Financial
10. Synchrony

## INDEX

A.T. Kearney
Adobe
Aetna
Anthem
Astellas Pharma US
AXA XL
Bank of America
Best Buy Co.
Blue Cross Blue Shield of Massachusetts
Blue Cross and Blue Shield North Carolina
Boehringer Ingelheim
Booz Allen Hamilton
Boozuto
Brown-Forman
Cummins
Dechert
Dell
Estee Lauder Companies
Fifth Third Bancorp
Financial Industry Regulatory Authority
First Horizon National Corporation
GlaxoSmithKline
Hewlett Packard Enterprise
Horizon Blue Cross Blue Shield of New Jersey
JCPenney

JPMorgan Chase & Co.
Katten Muchin Rosenman
Kellogg Company
Lenovo
Leo Burnett Group
MassMutual
Microsoft
Moss Adams
Northern Trust
NYU Langone Health
Pillsbury Winthrop Shaw Pittman
Principal
Protiviti
PVH
PwC
Raytheon
Roche Diagnostics
Sanofi US
State Street
T-Mobile USA
Transamerica
United Technologies
Visa Inc.
Voya Financial
Xerox
Zurich North America

diversitybestpractices.com/2019inclusionindexinsights
Best Practices at DBP Inclusion Index Companies

The programs and policies that help organizations successfully recruit, retain and promote diverse employees are strengthened by inclusive company cultures and management accountability for results. While we note the increasing prevalence of mandatory diverse candidate interview slates, requiring diverse panels of interviewers remains a less common practice at most Index companies. This continues to impact the diversity of the talent hired.

Recruitment %

Requires Diverse Interview Slates

Index: 75
Leading: 93
Top 10%: 100

Requires Diverse Panel of Interviewers

Index: 43
Leading: 55
Top 10%: 71

Trains Recruiters to be Culturally Competent

Index: 86
Leading: 93
Top 10%: 93

Retention

Captures Demographic Data %

LGBTQ

Index: 64
Leading: 90
Top 10%: 93

PEOPLE WITH

Index: 100
Leading: 100
Top 10%: 100

VETERANS

Index: 100
Leading: 100
Top 10%: 100
### Best Practices at DBP Inclusion Index Companies

#### Retention

#### ERGs Used to Connect With Professional Orgs:

<table>
<thead>
<tr>
<th>Group</th>
<th>Index</th>
<th>Leading</th>
<th>Top 10%</th>
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</thead>
<tbody>
<tr>
<td>WOMEN</td>
<td>98</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>BLACKS</td>
<td>95</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>LATINOS/HISPANICS</td>
<td>95</td>
<td>100</td>
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<tr>
<td>ASIAN</td>
<td>91</td>
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<tr>
<td>LGBTQ</td>
<td>95</td>
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<tr>
<td>PEOPLE WITH DISABILITIES</td>
<td>80</td>
<td>86</td>
<td>100</td>
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<tr>
<td>VETERANS</td>
<td>93</td>
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#### ERGs Host Events

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<tr>
<th>Group</th>
<th>Index</th>
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<td>LGBTQ</td>
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<tr>
<td>PEOPLE WITH DISABILITIES</td>
<td>81</td>
<td>86</td>
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</tr>
<tr>
<td>VETERANS</td>
<td>94</td>
<td>97</td>
<td>100</td>
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</table>

#### Provides Learning/ Talent Development for ERG Leaders

<table>
<thead>
<tr>
<th>Category</th>
<th>Index</th>
<th>Leading</th>
<th>Top 10%</th>
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<td></td>
<td></td>
<td>93</td>
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#### ERG Impact

ERGs increasingly play a critical role externally and internally. At Top 10% Index company **Johnson & Johnson**, for example, **AMENAH**, the Association of Middle Eastern and North African Heritage Employee Resource Group, helped enhance global security practices and policies to provide additional resources and support to employees who may have been impacted by the 2017 U.S. travel ban impacting certain Mideast countries. And the **Veterans Leadership Council** helped revise benefits to employees who serve in the military and their families.
Programs designed to help people from under-represented groups advance their careers and overcome obstacles to leadership positions are valued by these organizations, especially their support for formal mentoring and sponsorship. Increasingly, diversity in executive succession planning is being recognized as having a significant impact on C-suite demographics.

### Mentoring Offered to These Employees %

- **WOMEN**: 95% (Index), 100% (Leading), 100% (Top 10%)
- **BLACKS**: 91% (Index), 100% (Leading), 100% (Top 10%)
- **LATINOS/HISPANICS**: 89% (Index), 100% (Leading), 100% (Top 10%)
- **ASIAN**: 85% (Index), 97% (Leading), 93% (Top 10%)
- **LGBTQ**: 81% (Index), 93% (Leading), 100% (Top 10%)
- **PEOPLE WITH DISABILITIES**: 73% (Index), 83% (Leading), 86% (Top 10%)
- **VETERANS**: 88% (Index), 88% (Leading), 100% (Top 10%)

### Has Reverse Mentoring or Mentoring Up (Junior Employees Mentor Senior Employees)

- **WOMEN**: 48% (Index), 62% (Leading), 71% (Top 10%)

### Requires Diversity in Succession Planning %

- **WOMEN**: 61% (Index), 79% (Leading), 93% (Top 10%)

### Offers Formal Sponsorship %

- **WOMEN**: 56% (Index), 72% (Leading), 100% (Top 10%)
Accountability matters, especially from top leadership. We see increasing correlations with more diverse representation at all levels when managers’ and leaders’ evaluations and compensation are tied to D&I success. In terms specifically of increasing diversity at more senior levels, sponsorship and targeted development, as well as inclusion in succession planning, has a significant impact.
Best Practices at DBP Inclusion Index Companies

Structure

Position of Head of D&I

Head of D&I Reports to:

- **Index**
- **Leading**
- **Top 10%**

D&I Budget

INCREASED | STAYED SAME | DECREASED
---|---|---
55 | 36 | 6
48 | 52 | 0
39 | 0 | 0
64 | 0 | 0
For the first time this year, the DBP Inclusion Index used overall growth, particularly at more senior levels, to evaluate organizations. Because the effectiveness of D&I initiatives is key, assessment of demographic outcomes is critical to evaluating success. The numbers show there's still plenty of room at the top, particularly for Latina/Hispanic women.

### Boards of Directors %

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<tbody>
<tr>
<td>Black Women</td>
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<td>6</td>
</tr>
<tr>
<td>Black Men</td>
<td>5</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Latina/Hispanic Women</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Latino/Hispanic Men</td>
<td>4</td>
<td>5</td>
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</tr>
<tr>
<td>Asian Women</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Asian Men</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>White Women</td>
<td>25</td>
<td>24</td>
<td>26</td>
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### Direct Reports to CEO %

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<td>Black Women</td>
<td>2</td>
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<td>2</td>
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<tr>
<td>Latino/Hispanics</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Latina/Hispanic Women</td>
<td>1</td>
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<td>0</td>
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<tr>
<td>Asians</td>
<td>8</td>
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<tr>
<td>White Women</td>
<td>27</td>
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### % of All Promotions

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<tr>
<td>White Women</td>
<td>27</td>
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How do you rate?

With data from the Working Mother Media Annual Application we can benchmark your company’s workforce demographics and D&I policies and programs against other companies. This data can be further segmented by industry, company size or other customized specifications.

**ANNUAL APPLICATION PERIOD OPEN:**

**December 2, 2019 – March 13, 2020**

Register now at [workingmother.com/surveys](http://workingmother.com/surveys)

Advisory services are available to help with progress and solutions.

**ABOUT DBP & THE TEAM**

Diversity Best Practices, a division of Working Mother Media, is the preeminent organizational consultant to mid- to large-size diversity thought leaders, sharing best practices and developing innovative solutions to support culture change. Through research, resources, benchmarking, publications and events, Diversity Best Practices offers its members information and strategies on how to create, implement, grow and measure first-in-class diversity programs.

For more information contact lisa.fraser@diversitybestpractices.com.